



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION LOGISTICS AND TECHNOLOGY
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WASHINGTON DC 20310-0103

28 APR 2005

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Acquisition Integrity and Ethics

At the request of the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD (AT&L)), a Defense Science Board (DSB) task force recently completed a study entitled "Management Oversight in Acquisition Organizations". Its preliminary recommendations cover two broad areas: Immediate changes to processes and oversight and enduring changes in cultivating leadership and people.

In December 2004, as part of the DSB study, I conducted a self-assessment of management oversight in the Army acquisition organization. This assessment concluded that an effective set of policies and procedures currently is in place and providing effective management oversight of Army acquisition. As a result, I have determined that no immediate changes to current policies and procedures are necessary.

I would like to take this opportunity to thank you, as the U.S. Army's Senior Acquisition Leadership, for the high standards that you have set. Your efforts are a primary reason why current Army policies and procedures have been successful. Nevertheless, in this constantly changing, fast paced environment in which we work, we must never lose sight of our obligation to the American people or of the U.S. Army values of integrity and selfless service that ground us. It is imperative that all acquisition leaders continue to put ethics and integrity at the forefront of their endeavors as we support our Army at War.

In this spirit, I am pleased to provide you with the enclosed memorandum from the USD (AT&L), and I ask that you distribute it to all acquisition leaders within your organizations.


Claude M. Bolton, Jr.

Assistant Secretary of the Army
(Acquisition, Logistics and Technology)

Enclosure

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ACQUISITION,
TECHNOLOGY
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THE UNDER SECRETARY OF DEFENSE

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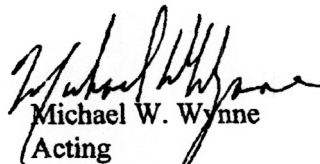
MEMORANDUM FOR LEADERS OF THE ACQUISITION WORKFORCE

SUBJECT: Acquisition Integrity and Ethics

At my request, a Defense Science Board task force recently completed a study on Management Oversight in Acquisition Organizations, whose purpose was to assess our structure and methods of oversight to ensure the integrity of acquisition decisions in the Department. The preliminary recommendations, which are currently being finalized, cover two broad areas: immediate changes to processes and oversight and enduring changes in cultivating leadership and people.

While I am sure we can make the necessary changes to our processes and oversight practices in relatively short order, I am more concerned that we make the long-term institutional commitment in our leadership and people to ensure the highest integrity and ethics in our acquisition community. It is imperative that we, the leaders of the acquisition workforce, examine our culture, our attitudes, and our behaviors so that we forever avoid having one of our senior leaders gain or control power for personal gain. We must earn back the credibility that a transparent and honest procurement system must have to function in the public domain.

While expediency and results are important, the manner in which we conduct ourselves is even more important. If we make unethical decisions to expedite our acquisitions, we are doing a disservice to the American people. I ask that you and your senior leadership discuss these issues at every opportunity, in meetings and forums, within your community and with your industry partners. Please make acquisition integrity and ethics the center of your everyday decision-making and culture. It has to start at the top with us. Every decision must be made with these high ideals in mind. Thank you for your support.


Michael W. Wynne
Acting

